Newfoundland and Labrador
PUBLIC SERVICE COMMISSION

ANNUAL REPORT

ANNUAL REPORT

1990-91

92-04728/

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Office of the Chairman

The Honourable Winston Baker, M.H.A.
Minister Responsible for the Newfoundland Public
Service Commission

Pursuant to Section 18 of the Newfoundland Public Service Commission Act, I have the honour to submit to you the Annual Report of the Newfoundland Public Service Commission for the Fiscal Year ended March 31, 1991.

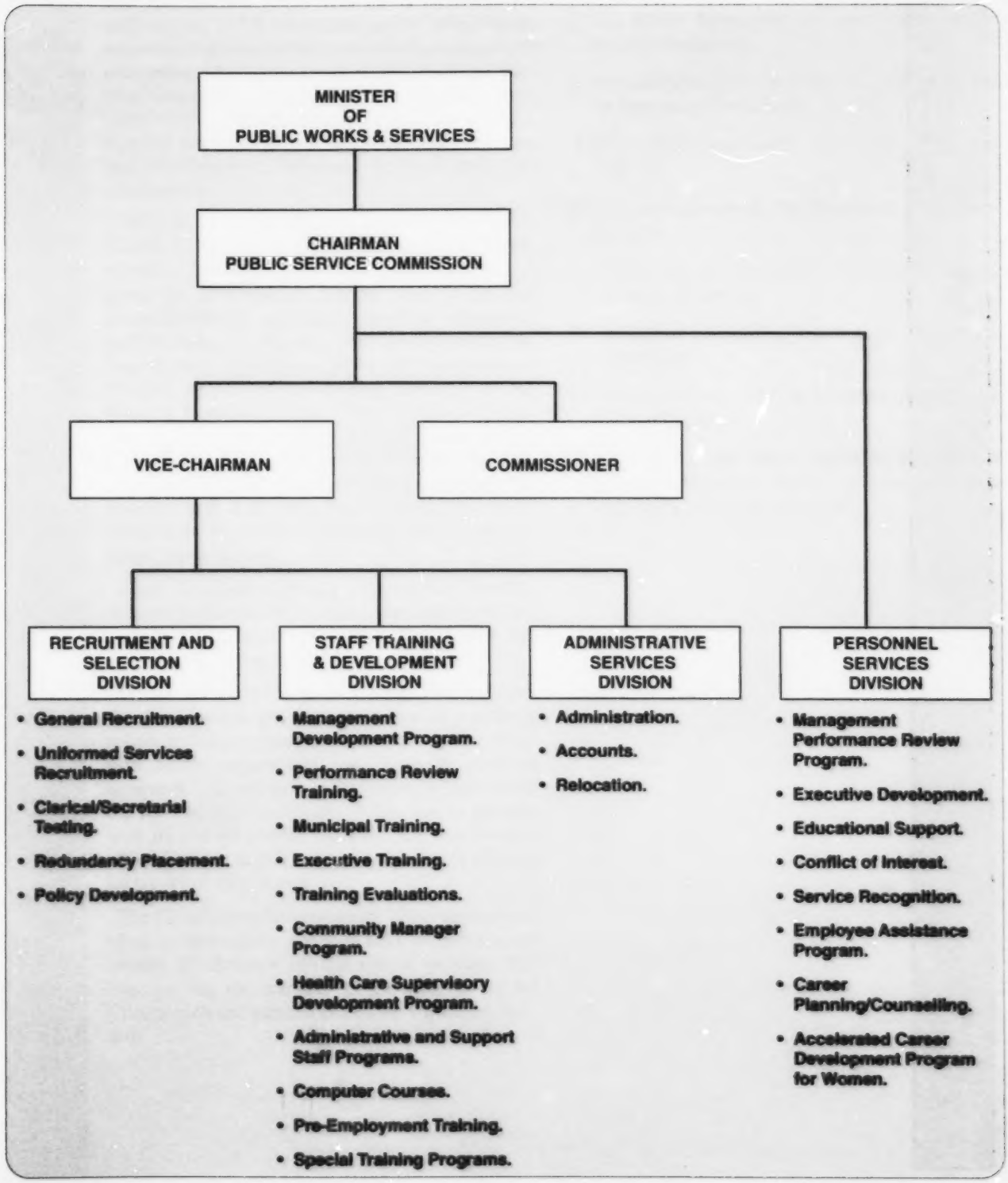
May I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work and dedication of our staff.

GILBERT PIKE
Chairman

/lb

March, 1992

NEWFOUNDLAND PUBLIC SERVICE COMMISSION
FUNCTIONAL ORGANIZATION CHART - MARCH 1991



The Newfoundland Public Service Commission Act was introduced in 1973. It provides for the establishment of a Commission with responsibility for appointments and promotions based on merit, for staff training and development, and for other human resource programs related to personnel planning and evaluation. The Commission comprises a Chairman, Vice- Chairman and Commissioner with a staff complement of 35. The four Divisions of the Commission are Recruitment and Selection, Staff Training and Development, Personnel Services, and Administration.

The primary concept outlined by the Public Service Commission Act is the merit principle, which provides for the identification, appointment and promotion of employees on the basis of the best demonstration of appropriate levels of job-related qualifications, knowledge, abilities and suitability. Recruitment activities included 549 competitions handled with 111 of these being processed by the Western Regional Office. The number of public servants attending courses provided through the Public Service Commission has increased to 2346. Training and career development are accepted as essential, both at the individual and at the departmental level for the continued development of a professional public service.

Three Regional Advisory Committees (Central, Western and Labrador) have become operational and provide consultation and information sharing between public servants and the Commission.

One challenge faced by the Commission has been the development and implementation of a strategy related to "Management of the human resource function during government wide financial restraint measures." In response to its responsibilities under the Re-employment Priority Policy and in keeping with its overall service mandate, the Commission offered service to 465 employees who were affected by lay off or redundancy.

The Commission focused many of its ongoing services on meeting the needs of these employees and overall all divisions offered special services. The Strategy and the activities of all divisions of the Commission are summarized in the Highlights Section.

Highlights

- 549 competitions held.
- 132 Public Employees presented with Service Recognition awards.
- Several major activities initiated by the Executive Development Committee.
- 36 decisions reviewed by the Conflict of Interest Tribunal.
- 265 participants in the Employee Assistance Program.
- 2346 public service employees take advantage of training courses.
- 140 career counselling sessions provided to 83 employees.
- Service offered to 465 employees offered by lay off or redundancy.
- Strategy for the Management of the Human Resource function during Government wide financial restraint measures. ■

During this Fiscal Year the Commission was challenged to respond to the needs of individuals and departments who were affected by the government wide financial restraint measures. The formal outcome was a Strategy Paper entitled **"The Management of the Human Resource Function During Government Wide Financial Restraint Measures."**

The PSC reviewed its mandate during the current budgetary process. It recognized that major changes in an organization create a sense of disruption and personal distress. This occurs with people who lose their jobs, people who carry out the terminations, and those who "survive" the financial restraint measures and continue working in the organization.

The PSC develops human resource management programs and services consistent with the intent and scope of the 1967 Public Service Commission Act. These include, among others, Personnel Planning Services, an Employee Relocation Program, and Career Counselling. As well, the Commission has special programs to assist employees affected by redundancy, disability or work-related injuries.

Many existing programs and resources of the PSC could be used effectively, or be easily modified, to assist individuals and departments coping with the process of layoffs and redundancies. A fair and consistent approach by the Commission, Treasury Board, and the departments could lessen the adverse affects on individuals. The PSC emphasizes communicating openly with all employees - those affected and those who remain.

The Public Service Commission adopted an active approach to helping employees whose jobs were terminated, and helping the organization adapt and rebuild itself into an effective working unit. The commission undertook the following major tasks:

- Meeting Deputy Ministers to clarify departmental roles and discuss PSC services and programs for affected employees.
- Developing a specialized response program through the Recruitment and Selection Division which recognized the individual needs of affected employees for information, entitlements and assistance.
- Developing a Commission strategy paper containing a detailed plan of action for each division of the Commission including specific services and timeframes.
- Developing, in consultation with Treasury Board, a support manual to provide departments, colleges and institutions with materials needed for coordination and implementation.
- Developing special course offerings such as resume writing and interview preparation to be available on a regional basis as numbers dictated.
- Holding a briefing session for Directors and Managers of Human Resources and Directors of Administration to provide them with resources needed to handle the process.
- Holding a briefing session for Presidents of community colleges and Directors of Administration to discuss concerns, services and programs for affected employees.
- Consulting and meeting with the Western Region Advisory Committee, the Central Region Advisory Committee, and public servants in Labrador.
- Preparing and distributing an information sheet on all available services for affected employees. All Directors of Administration received this sheet, and it was available to all public servants. Each affected employee received a letter and information sheet from Mr. Gilbert Pike, Chairman of the Public Service Commission.

Role of the Recruitment and Selection Division

The Recruitment and Selection Division was the primary contact for follow-up with employees to confirm their current status and monitor progress through the various services offered. These services are being offered for up to two years, if required.

This Division was also responsible for implementation of government's Re-employment Priority Policy. This policy (which is restricted to permanent full-time employees) authorizes priority consideration for vacancies that might exist throughout the public service.

The Division also provided service referral on issues such as financial planning, Employment and Immigration Canada services, private employment agencies, setting up one's own business and other self-employment options.

There was referral to the Employee Assistance Program for those requiring personal supportive counselling due to their job loss. Such assistance might include referrals to community agencies such as debt counselling services, women's centres and physicians.

The coordination and documentation of the various services, such as individual career counselling, which could be provided through the Commission was carried out through the Recruitment and Selection Division.

Role of the Staff Training and Development Division

A major part of the Staff Training and Development Division's responsibility was to help prepare Departments and Agencies for the implementation of the financial restraint measures in the Public Service. A first step in this process was the offering of a one day session for Commission staff and Treasury Board representatives with a resource person from the Saskatchewan Public Service. The session concentrated on that Government's efforts prior to and following a major downsizing in 1987. The insights from this session helped shape the planning and efforts of the Commission in offering services to Departments and affected employees.

Another of the Division's contributions to the overall strategy was the development, in consultation with Treasury Board, of two support manuals for executives and human resource managers. The first was for use in the Public Service while the latter was for Community Colleges and Provincial Technical Institutes. The Division also organized a briefing session for all Deputy Ministers to clarify Departmental and Treasury Board roles and outline Commission programs and services for affected employees. The Division held a separate session for the Presidents of the Community Colleges and Technical Institutes. Finally, the Division held a one day briefing session for Human Resource Managers and Directors of Administration to equip them and their Departments to deal with affected employees.

Role of the Personnel Services Division

The Personnel Services Division assisted the Commission in implementing its strategy for those employees affected by the Government Wide Financial Restraint Measures by:

- Providing special offerings of courses in career planning, resume writing and interview preparation. Also, Career Development Officers contacted those employees who were interested and could not attend the special or regular course offerings and provided them with individualized service.

- Co-ordinating and offering financial planning seminars and referring employees to financial counsellors. The Employee Assistance Program Co-ordinator liaised with the Personal Credit Counselling Service for Financial Planning Seminars and co-ordinated the referral of employees who required personalized financial counselling to this agency. The Co-ordinator also referred employees to other agencies as appropriate and required.

- Preparing information packages on How to Start Your Own Business.

- Liaising with outside Government Agencies such as Employment and Immigration Canada to ensure the timely availability of their services.

- Evaluating the effectiveness of the Commission's Strategy. Division staff participated in the evaluation of the Commission's strategy.

- Participating on a variety of internal committees the Commission struck to facilitate and monitor the implementation of its strategy. As well, staff assisted in the development and delivery of orientation/briefing sessions on the strategy for all Commission staff. ■

Under the Public Service Commission Act the Commission has the mandate to conduct the recruitment of qualified candidates for permanent positions for all Government Departments and designated Agencies. The Commission must ensure that all appointments are based on merit and the most suitable candidates are selected for public service employment. Only candidates who are able to demonstrate possession of the required levels of job knowledge, abilities and personal suitability are recommended to Departments and Agencies for final selection.

The Commission is not responsible for filling temporary, part-time or contractual positions or those which are the responsibility of the Lieutenant-Governor in Council. On occasion however, the Commission is requested to assist in filling these types of vacancies.

Program highlights have included:

- ❒ Competition Procedure
- ❒ Staff Recruitment for Departments and Agencies
- ❒ Recruitment for the Uniformed Services
- ❒ Re-employment of employees affected by Redundancy or work related injuries
- ❒ Delegated Staffing
- ❒ Injury - On - Duty
- ❒ Clerical/Secretarial Recruitment

Competition Procedure

In the initial phase of the procedure, a Selection Board is convened comprising of a Department Representative and a Staffing Officer who design a detailed Job Analysis. The major responsibilities/functions of the position are listed; from this list the three essential requirements of Knowledge, Ability and Suitability are identified. This Analysis serves as the basis of the remainder of the procedure: developing the advertisement, setting the screening criteria, and formulating the specific interview questions. It is worth noting here that careful reading of the Advertisement will, in fact, identify the general areas of inquiry which will be covered at the Interview. This updated Recruitment procedure serves two primary functions. Firstly, it better enables potential candidates to compare their qualifications to the requirements of the position, and secondly, it enables candidates to prepare for the interview.

The Screening Process is applied to determine if applicants possess the required Knowledge, Ability and Suitability, based on submitted documentation. Essential qualifications are considered; this includes related formal education, training and relevant employment history and experience. Applicants who best meet predetermined criteria are offered a personal interview. Where not specifically required by the Job Analysis, additional formal education and/or experience are not given added weight at this point.

During the interview process, candidates are provided with an equal opportunity to demonstrate their possession of the essential position requirements. Each candidate is asked a specific number of pre-determined questions based on the Knowledge, Ability, and Personal Suitability factors identified in the Job Analysis. At the conclusion of each interview, candidates are evaluated on their responses and assigned a numeric score to reflect their performance. Once interviews have been completed, these scores will play a significant part in the overall ranking of candidates.

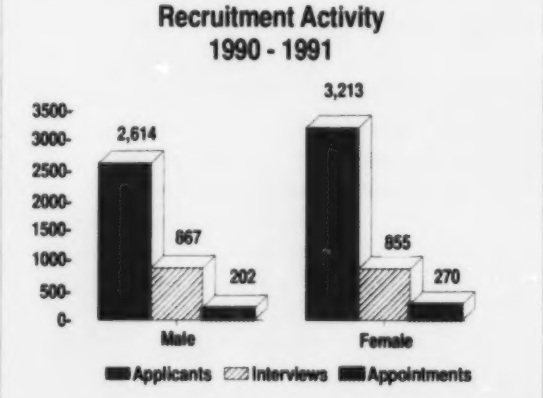
Upon completion of reference checks, a maximum of three (3) candidates per position may be recommended for consideration for appointment. This recommendation is forwarded to the Deputy Minister of the hiring department, who will select the successful candidate.

Departments and Agencies

Recruitment activities include the filling of positions by advertising vacancies either within the Public Service or through public advertisements. Following the advertised closing date of the competition, all applicants are impartially assessed through a structured candidate selection process. This process includes screening of applications, administering tests, conducting formalized job interviews and checking references. Once reference checks are completed, the Commission recommends, in order of merit, up to three candidates per position for appointment. The Deputy Minister of the Department then appoints the successful candidate(s) from this recommendation.

During FY 1990/91, the Commission recommended 472 candidates for appointment to permanent positions. **Table 1** highlights the Division's recruitment activity by showing the numbers of applicants, interviews and appointments during the Fiscal Year broken down by gender.

Table 1



Appendix A on page 27 provides a breakdown of competitions on a departmental basis over the last Fiscal Year while **Tables 2** and **3** show the total number of competitions and the average number of applicants per competition over the last 3 Fiscal Years.

Table 2

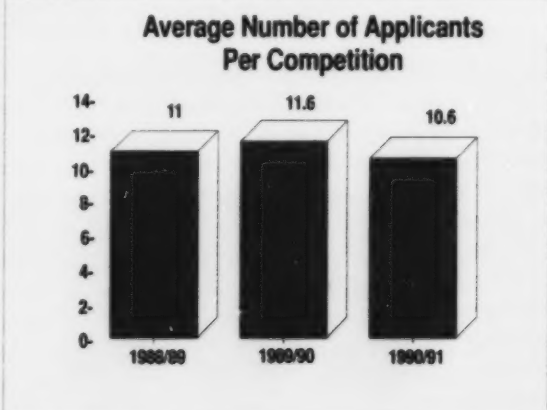
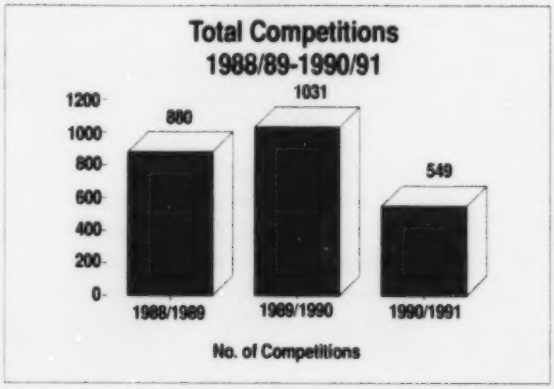


Table 3



Recruitment for Uniformed Services

At the request of the Department of Justice the Commission conducts recruitment for all branches of the Uniformed Services: The St. John's Fire Department, the Adult Corrections Division and the Royal Newfoundland Constabulary.

Candidates for appointment to these positions are assessed by a Selection Board which conducts entrance examinations, fitness tests, personal interviews, and extensive reference checks. There was no recruitment activity undertaken for the Uniformed Services in the fiscal year 1990/91.

Re-employment of Employees Affected by Redundancies/ Work Related Injuries

Government's Redundancy Policy provides that a position may be abolished by the Lieutenant-Governor in Council. Under this policy, a phase-out of a program or the realignment of a job function results in positions being declared redundant.

In keeping with Government's objective to assist employees affected by redundancy to obtain other positions in the Public Service and to avoid premature loss of competent and qualified personnel, the Public Service Commission was assigned certain responsibilities in this area. These responsibilities include the authority to waive job competitions to allow for the re-employment of affected persons.

The Commission is involved on a continuing and priority basis with Departments in order to minimize the effect of a declaration of redundancy.

Delegated Staffing Authority

The Newfoundland Public Service Commission Act provides that the Commission, at its discretion, may delegate its recruitment authority for specific positions to Departments and Agencies. In accordance with this authority, 154 positions were filled by Departments and Agencies during FY 1990/91 compared with 279 positions during 1989/90.

Injury-on-Duty

Similar to efforts made on behalf of employees displaced by Redundancy, a Re-Employment Priority List is maintained for those employees who, as a result of injuries-on-duty, are incapable of returning to positions held prior to their injury. Authority for the prior consideration of affected staff is granted by the Public Service Commission's Recruitment and Selection Regulations and is generally supported by Collective Agreements between Government and the Unions representing its employees. Where the Commission is unable to identify a suitable position for which the injured worker is both qualified and suitable, representatives of the Division consult with hiring Departments, the Workers' Compensation Commission and the employee to assess retraining aptitude and interest.

Clerical/Secretarial Recruitment

The Division also deals with the Recruitment and Selection of employees for Clerical/Secretarial positions. Most of these positions are filled through the regular competitive process while those of very short duration, usually under 13 weeks are filled through the utilization of an eligibility list. As well, the Testing Unit administers Clerical, Typing, Shorthand and Court Reporting tests. The results of these tests are maintained on a computer system which eliminates the need to conduct testing for every competition.

Statistical information on this recruitment activity can be found in **Tables 4 and 5.** ■

Table 4

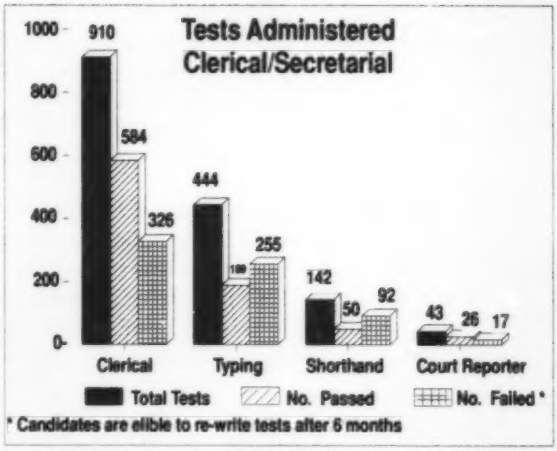
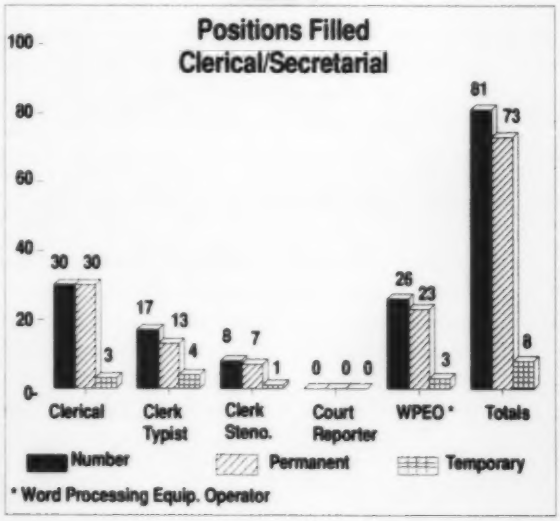


Table 5



STAFF TRAINING AND DEVELOPMENT DIVISION

The Staff Training and Development Division operates as the Provincial Government's central training agency by developing and/or offering high quality, job-related training for public servants. Its goal is to help develop and maintain a work force that can serve the public effectively. The Division maintains a small cadre of professional training officers and a number of internal and external resource personnel. It delivers a wide selection of courses in management, supervision, administration and communication skills. Program highlights for FY 1990/91 include:

- ❒ Core Program
- ❒ Emerging Priorities
- ❒ Management Development Projects
- ❒ Management and Supervisory Training Program
- ❒ Certificate and Diploma Programs
- ❒ Employee Development Courses
- ❒ Special Projects

Core Program

The Core Program currently consists of approximately 45 courses in the areas of management and supervisory development, employee development, career development and communications and interpersonal skills. A priority for the Division remains the offering of these courses on a rotating basis in six regional training centres. The centres include Happy Valley/Goose Bay, Stephenville, Corner Brook, Grand Falls, Gander and St. John's.

During the past two years, the Division developed an active Advisory Committee on its programs and services in the Western Region of the province. In January, 1991, a new Central Region Advisory Committee held its first meeting in Grand Falls. Towards the close of the Fiscal Year the Division completed final preparations for the appointment of a Labrador Advisory Committee. A senior manager in each region chairs these Committees which comprise representatives from various levels and occupational groups including the administrative, secretarial and support staff group.

With the successful efforts of the Western Region Committee as an example, these two new Committees will serve to strengthen communication ties with public servants in their areas. This in turn ought to lead to improved participation in the programs and services of the Division.

Emerging Priorities

In addition to participating in the development and implementation of the Commission's Strategy to assist employees/departments affected by restraint measures, Divisional staff began researching potential approaches to the rebuilding or revitalization of the Public Service following implementation of the restraint measures.

Another major priority was the assignment of a project to one of the training officers to assist Treasury Board in the rewriting of the Personnel Administration Policy Manual. This Officer, a specialist in the area of the development of Policy and Procedures manuals, will provide consultation services to Treasury Board during the rewriting process.

Management Development Projects

Special funding in this area enables the Division to support individual management employees on external training events. The Division also uses the fund to contract with external training agencies or resource personnel to conduct management training in a specialized field.

The sponsorship on external training events again included two managers at Memorial University's two week **Management School.** Other management employees attended specialized courses in **Industrial Relations, Work Simplification, Methods of Improving Productivity,** and the **Park Officer's Course in Management and Administration.**

The funding again permitted the Division to continue the support of the **Canadian Compensation Association Certification Program** on behalf of the Classification and Pay Division of Treasury Board. Two additional courses in the Program occurred during the Fiscal Year as well as a special mathematics course. The Program will continue over a five year period and involve a total of seven courses. Human resource staff in a number of Provincial Crown Corporations and other organizations also participate in the Program.

Management and Supervisory Training Programs

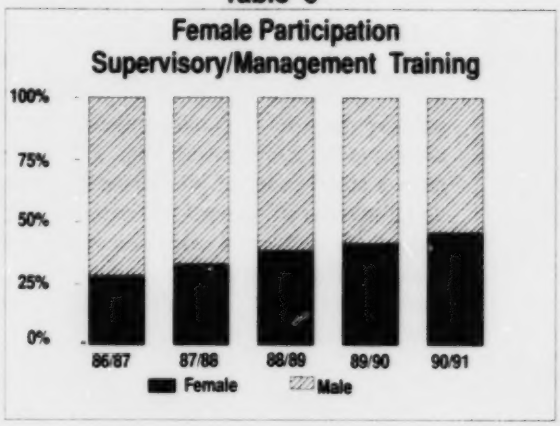
Within the mandate of the Division this area of training is a significant priority. Quality programs in this category, which attract large numbers of management personnel, can help impact the morale and productivity of the workforce. During the Fiscal Year the Division conducted 36 courses for 451 management personnel, a small decline from the previous Fiscal Year. Fewer course offerings of **Labour Relations & the Line Manager** and **Job Classification in the Public Service** caused this decline.

While there was a decline in course offerings in the Human Resource Management area, general management and supervisory training experienced a virtual doubling of course offerings. Courses in **Introduction to Effective Supervision, Delegation: A 4-Step Approach** and **Leadership and Motivation** had increased numbers of offerings.

A special Program for first-line supervisors of the Royal Newfoundland Constabulary graduated an additional 21 candidates this Fiscal Year. The Program which comprises approximately three weeks of supervisory training started in the prior Fiscal Year. To date 51 constabulary supervisors have graduated with their certificates.

The increasing level of female participation in management and supervisory training is again noteworthy. The Division began tracking this level of participation in FY 1986/87 following the release of the first report of the Task Force on Employment Equity. In that year the female participation rate was 28 percent. It has risen steadily over the years and in FY 1990/91 reached 45 percent. This figure reflects the increasing level of representation of women at all levels of the supervisory and management ranks. **Table 6** illustrates the level of female participation over the last five Fiscal Years.

Table 6



Certificate and Diploma Programs

This area has experienced positive growth in recent years with 133 employees successfully completing courses in a wide range of Programs in FY 1990/91. The Division currently supports 12 major Certificate and Diploma Programs. Thirty-four employees participated in courses in the **Certificate Program in Public Administration** and twenty-eight passed either **CGA** or **CMA** courses.

One of two new Programs which the Commission now supports is the **Certificate Program in Library Studies** on behalf of the Newfoundland Public Libraries Board. Thirty-six library staff in a number of areas of the province completed courses in this Program. A second new Program which has generated interest among payroll staff is the **Canadian Payroll Management Certificate Program.** Eight staff completed correspondence courses in the Fiscal Year towards this Certificate.

Employee Development Courses

Participation in this category of training rose sharply from 180 in FY 1989/90 to 288 in this Fiscal Year. The Division again successfully offered a **Cost Benefit Analysis Course** with twenty professional staff in attendance. The Division contracts for this course from the Federal Public Service Commission.

Two courses in **Keyboarding Skills** at the Cabot Institute of Applied Arts and Technology for staff using microcomputers were well received. For the first time the Division conducted a **Speed Reading**

Course in the Western Region of the province. The introduction of **Mid-Career Planning for Retirement** Course was a successful initiative which the Division now intends to offer to all public servants at an appropriate point in their careers. In the meantime there were three successful offerings of the **Pre-Retirement Course**. The Division has also reinstated the **Preparation of Evidence Course** which operational staff find a valuable offering.

A major project this year was the revamping of the **Orientation for New Employees Course** which the Division conducted on four occasions for 72 employees. A major element in the new approach is an orientation checklist for use by Departmental managers prior to the new employee's participation in the course. The objectives of the restructuring are to place greater emphasis on the manager's role in orientation and to ensure the course concentrates on the essential information needs of employees.

Special Projects

One of the priorities of the Commission was to assist Community Colleges to implement a selection standards approach to recruitment and selection within their institutions. To this end four courses were conducted for 68 Community College managers and supervisors.

A continuing project from the prior Fiscal Year was the offering of the introductory course in **Understanding Wife Battering**. Clientele for the courses include social workers, public health workers, adult probation officers, and officers from both the R.C.M.P. and the Royal Newfoundland Constabulary. The Division successfully offered this course on seven occasions for 97 participants in all regions of the province.

A special request from the Intergovernmental Affairs Secretariat resulted in a course for 20 Departmental Co-ordinators in Native Policy. Dr. Neil McDonald, a specialist in this field, conducted this course in **Cross Cultural Awareness.**

In the pre-employment training area, the Division helped co-ordinate and resource two offerings of the six week **Correctional Officer Recruit Course** for 40 new candidates. Successful completion of this course is a necessary prerequisite to an employment offer in one of the correctional centres in the Department of Justice. The Division also co-ordinated two **Tourist Information Officers' Courses** for 35 summer staff on behalf of the Department of Development.

An example of the training consultation role of the Division was the assistance it provided the Wildlife Protection Division of the Department of Municipal and Provincial Affairs. It helped in the design and resourcing of a series of week-long courses in self-defense and safety procedures for Wildlife Protection Officers for whom these areas were major concerns. The Royal Newfoundland Constabulary provided expert resource personnel to conduct these courses. This Program is now complete with three courses for 53 officers occuring within the Fiscal Year.

Statistical Summary

The Division held or sponsored 298 courses for 2,346 participants in the Fiscal Year. **Table 7** indicates the number of courses and participants in each of the last six Fiscal Years.

Table 7

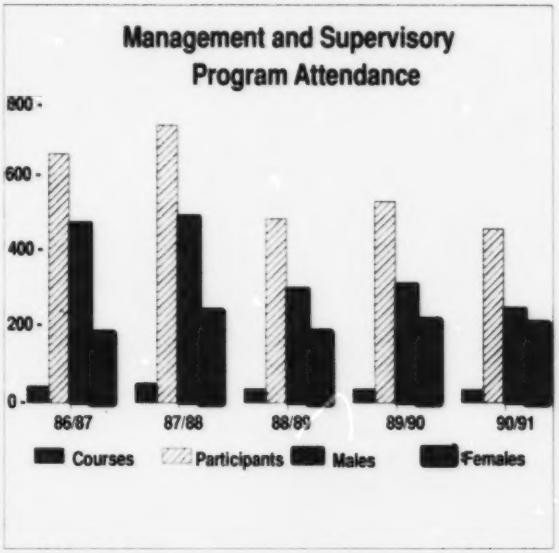
There was a drop of 712 or 23 percent in FY 1990/91 from the number of participants in the prior Fiscal Year.

However, in FY 1989/90 the Division was still continuing to maintain statistics on Data Processing training. In that year 550 staff completed Data Processing training; however as the Division has discontinued maintaining this statistic, a similar figure does not appear in the totals for FY 1990/91. Thus approximately 75 percent of the drop in participation is accounted for by Data Processing training. The Division also lost a Training Officer during the year due to resignation which accounted for the remaining portion of the decrease.

Appendix B on page 28, contains a breakdown of the level of course participation by program area and gender for the Fiscal Year. Of the total number of participants, 1,211 were males and 1,135 were females. **Appendix C** on page 29, contains a breakdown of courses and participants for 1989/1991 by program area. There was heavy emphasis during the year on conducting regional training courses and on responding to special Departmental requests for courses. In light of the nature and impact of the programs and courses which the Division conducted during FY 1990/91, the overall assessment of the year's activities was a very positive one.

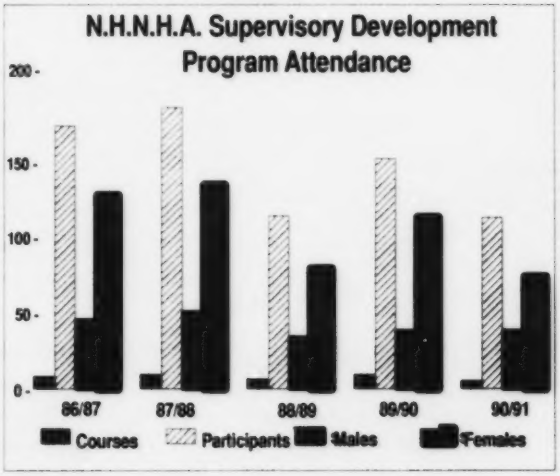
Table 8 includes a comparison of the level of courses and participants in management and supervisory courses over the last five Fiscal Years. **Table 9** provides data on the Supervisory Development Program which the Commission offers on behalf of the Newfoundland Hospital and Nursing Home Association. This data covers a period of the last five Fiscal Years since the inception of this Program. ■

Table 8



* The number of courses and participants appeared to decrease in FY 88/89 as a restructuring of the management and supervisory curriculum during the year resulted in the placement of a number of management and supervisory courses in other areas of the Core Program of the Commission.

Table 9



The Personnel Services Division is responsible for the development, administration and evaluation of a number of service-wide policies and programs in **Human Resource Management**. Its programs cover such areas as:

- ❒ Executive Development
- ❒ Educational Support
- ❒ Conflict of Interest
- ❒ Service Recognition
- ❒ Employee Assistance
- ❒ Career Planning/Counselling
- ❒ Career Development Program for Persons with Disabilities.
- ❒ Management Performance Review
- ❒ Injury-on-Duty

Executive Development

In October, 1982 Government introduced the Executive Development Program as part of its commitment to the continuing development of the Executive Group. The program consists of the following elements:

- ❒ Job Rotation
- ❒ Interchange Assignments
- ❒ Special Task Forces and Assignments
- ❒ Appointments to Boards and Commissions
- ❒ Training
- ❒ Special Training Opportunities
- ❒ Sabbaticals
- ❒ Special Requests
- ❒ Temporary Promotions and Assignments,
- ❒ James G. Channing Fellowship.

An Executive Development Committee comprised of four representatives from within Government and two from the private sector oversees the Program.

During FY 1990/91 the Executive Development Committee was involved in a variety of activities. In October, 1990 the Committee presented, in conjunction with Intergovernmental Affairs Secretariat, a half-day seminar on **Cross Cultural Awareness**. This was attended by 19 Deputy Ministers and Equivalents.

The Executive Development Committee also offered a seminar on **Cabinet Processes** and arranged for an information seminar on the **Hibernia Project**. Thirty executives attended the latter seminar. In addition, the Committee presented two offerings of the seminar **Financial Responsibilities of Senior Executives**.

In June, 1990 two Executives attended the Program for Public Executives at Queen's University. Also, an Assistant Deputy Minister completed the National Defence College Course at Kingston, Ontario. During the Fiscal Year there was no Channing Fellow at Memorial University.

The Committee has developed an Executive Profile survey for implementation in the next Fiscal Year. This profile will provide the Committee with a service wide profile of the Executive Group and will be beneficial in developing programs to meet the needs of executives.

Educational Support Program

To develop its own Human Resources and to decrease the necessity of out-of-province recruitment, Government authorized the Commission to use its **Educational Support Program** combined with a recruitment component as a means of achieving these aims.

This Program uses a Human Resource planning approach to staff "hard-to-fill" positions in the Public Service. It also provides support to employees while they are pursuing training or studies to meet the requirements of priority programs in their Departments and Agencies. Public servants who receive educational support are required to sign a return-to-service agreement equivalent to one month of service for every $1000 of support provided.

The focus of the program in FY 1990/91 continued to be "hard-to-fill" positions. Educational Support Proposals were developed so that personnel, currently employed in the Public Service, could be trained for these positions.

Eight Educational Support Proposals were approved during the Fiscal Year as shown in **Table 10.**

Table 10 : Educational Support Program Activities 1990 / 1991

DEPARTMENT	COURSE OF STUDY	LOCATION
Education	Graduate Courses - Planning in Educational Organizations. (6 weeks)	University of Toronto
Education	PH.D. in Educational Administration	University of Alberta
Employment & Labour Relations	Diploma in Industrial Health	University of Toronto
Justice	Graduate Diploma in Legal Informatics	University of New South Wales, Australia
Mines & Energy	A job exchange with the Swedish Geological Survey	Sweden
Municipal & Provincial Affairs	Master's Degree in Heritage Conservation	University of Calgary, Alberta
Municipal & Provincial Affairs	Bachelor's Degree in Environmental Planning	Nova Scotia College of Art and Design
Municipal & Provincial Affairs	Master's in Urban and Rural Planning	Technical University of Nova Scotia

In the previous Fiscal Year, the Commission conducted a comprehensive review of Educational Support Programs in other jurisdictions. Based on the Commission's recommendations, Cabinet approved, in November, 1990, several changes to Government's Program. These changes included: the addition of a career development component; minimum eligibility criteria; submission deadlines; new formulas for calculating service reimbursement and determining percentage of salary support. The salary support formula takes into account: the relevance of the proposed training to the employee's present position; to whom the major benefit is conferred; and the employee's length of service.

Conflict of Interest (Public Employees) Regulations

In February, 1983 Government introduced the **Conflict of Interest (Public Employees)** Regulations for all public service employees. These Regulations are intended to provide guidance to public employees to ensure there is no conflict between the duties of their positions and their private interests.

The Regulations require employees to disclose, in writing, to the Head of the Department/Agency any business, financial or property interest that actually or potentially conflicts with, or is affected by actions taken or decisions made by employees in the course of their official duties.

The Regulations also set out measures Department Heads may take to correct a conflict of interest situation on the part of an employee. If the Department Head decides that there is a conflict of interest, there are a variety of options open to resolve the matter including:

- ❒ divestiture of the interests deemed to be causing the conflict;
- ❒ cessation of external employment;
- ❒ internal transfer of the public employee;
- ❒ disciplinary measures including suspension and/or dismissal.

Department Heads, however, are obliged to consult with the Public Service Commission before taking any remedial action. The Public Service Commission has an overall responsibility to provide advisory services and to disseminate information relating to the Regulations in order to ensure uniform standards of administration . However, Department Heads have the responsibility for the administration of the Regulations in their respective Departments. During the year Department Heads continued to consult with the Commission regarding possible conflict of inter-

est situations that arose and to which of these the Regulations applied. During FY 1990/91 there were two appeals to the Conflict of Interest Appeal Board.

In June, 1987 the responsibility for the administration of the Conflict of Interest Act was transferred from the Minister of Finance to the Minister of Public Works and Services who subsequently assigned responsibility for the administration of the Act to the Public Service Commission. Annually, Conflict of Interest Disclosure Statements are filed by Members of the House of Assembly, Members of Crown Corporations, Agencies and Commissions scheduled to the Act, and designated public servants. The Commission followed up with the Auditor General to ensure that all Conflict of Interest Disclosure Statements were filed. The Commission continues to have overall responsibility to disseminate information relating to the Conflict of Interest (Public Employees) Regulations.

In order to ensure consistency of application of the Regulations throughout the Public Service, Government appointed a Conflict of Interest Review Tribunal in October, 1987. This Tribunal is chaired by the Chairman of the Public Service Commission and has two other members. One major function of the Tribunal is to review conflict of interest decisions of Permanent Heads before the employee is informed. During the Fiscal Year the Tribunal held six meetings to review the 36 cases referred to it by Departments.

Service Recognition Program

In 1980 Government introduced a Service Recognition Program to recognize the service of public servants at significant points in their careers. The presentation of standard pins and certificates, identifying either 20, 25 or 35 years of service, mark these milestones of an employee's career. In the case of retirement, however, the presentation of a gift and certificate denotes the occasion.

During the Fiscal Year, 132 employees received recognition under the Program's retirement provisions.

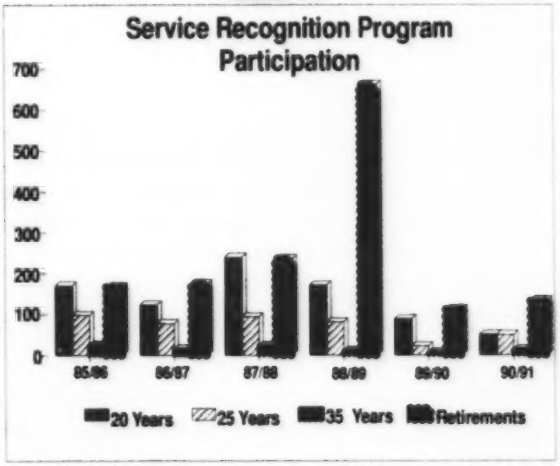
Appendix D on page 30 lists the names of 16 employees who retired during FY 1990/91 with 35 years of service or over.

Under the Long Service Section, 112 public servants were presented with certificates and pins as follows:

- 20 Years' Service - 50
- 25 Years' Service - 49
- 35 Years' Service - 13

Table 11 summarizes participation numbers in this Program over the past six years.

Table 11



Employee Assistance Program

The Employee Assistance Program is a joint program of the Provincial Government and its Unions/Associations. Its objective is to provide confidential help for employees in the Newfoundland Public Service who are experiencing personal problems that may interfere with work performance.

The Employee Assistance Program permits employees to seek help voluntarily from the Program Co-ordinator. However, should work performance be affected, the supervisor may refer the employee to the Co-ordinator. The Program functions primarily as an intake and referral service that normally utilizes community-based helping agencies. It is founded on the assumption that employee well-being enhances morale and increases productivity in the workplace.

The total number of public service employees who utilized the Employee Assistance Program (EAP)

during the FY 1990/91 was 265. This number includes 127 employees who contacted the EAP office directly for the first time; 29 others who were carried over as active participants from FY 1989/90; and 109 members of the Royal Newfoundland Constabulary who received critical incident stress debriefing (CISD). During FY 1990/91, therefore, 236 new participants received assistance through the Program.

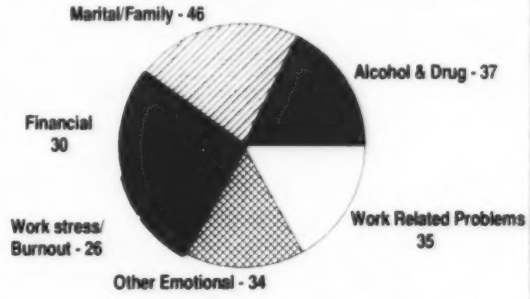
The majority of the 265 employees who received assistance during the Fiscal Year were union members (235). The remainder were in management positions. One hundred and eight were male; 85 were female; 139 were self-referrals, and 17 were supervisory referrals. The 109 CISD cases are also categorized as supervisory referrals.

Most of the employees who availed of EAP services this year benefited from their involvement in the Program. There was noticeable improvement in most instances where work performance had been affected by personal problems.

In addition to the 109 CISD cases noted above, 208 specific problems were identified and referred for assistance.

Table 12

EAP Program by Problem Area



The Program Co-ordinator had 808 contacts with employees, including 264 assessment/counselling sessions. There were 128 contacts with supervisors, and 184 with community based resource agencies to which employees had been sent for further counselling.

During FY 1990/91, seven two-day EAP Seminars were held as follows: St. John's - 4; Whitbourne; Gander; and Labrador City. A total of 96 participants took part, including 15 union representatives. Several promotional/educational articles were publicized in the LINK, and one in the NAPE Communicator.

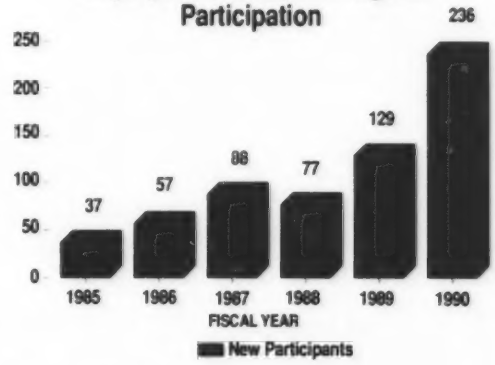
The Joint EAP (Labour/Management) Committee held three meetings during the Fiscal Year. At each meeting the Co-ordinator submitted program statistics for review and gave a verbal report.

The provision of a direct, toll-free telephone line and the convenience of a code-a-phone system continue to provide Public Service employees with 24 hour access to the Employee Assistance Program. Again this year, the Public Service Commission has contracted Adwise Associates Inc. of St. John's to provide critical incident stress debriefing to members of the Royal Newfoundland Constabulary. As indicated above, 109 police officers availed of the service this year.

The number of Government employees utilizing the Program has increased noticeably since FY 1985/86. In December of that year, the position of EAP Co-ordinator became full time. **Table 13** presents data on the growth of this Program.

Table 13

Employee Assistance Program Participation



1990 includes 109 CISD referrals

Career Planning/Counselling

The Career Development Unit was authorized following a recommendation of the 1985 Task Force on Affirmative Action. The Unit's mandate is to assist Departments/Agencies to assess their Human Resource requirements and to match these with the career development needs of their employees. To assist both departments and employees in the area of career development the Unit provides the following

services:

- Consultation
- Career Counselling
- Career Development Activities
- Information and Education
- Training
- Research and Development

The Career Development Project for the Secretarial, Clerical and Administrative Group began in the spring of 1990, and by the fall 12 participants had been placed in secondments in various Departments. Some participants finished their secondments by the end of the Fiscal Year while others are still in progress.

During the Fiscal Year the Career Development Officers conducted 140 counselling sessions with 83 clients: - 51 Females; 32 Males. Also, during the Fiscal Year, the Officers revised all the courses the Unit offered, and developed and delivered two new courses: **Career Coaching** and **Exploring Supervision**. Upon request, these courses were made available to the Training Division of the Public Service Commission of Canada.

In addition to the regularly scheduled courses of **Career Planning, Resume Writing, and Interview Preparation**, a number of courses were offered to meet specific needs. These included career development courses for employees affected by Government's fiscal restraint measures, and Attitudinal and Performance Review Training for work assignment supervisors involved in the Program for Persons with Disabilities.

The Division was also quite actively involved in a number of bursaries and Career Development Opportunities designed to meet organizational as well as individual needs. These were as follows:

- Law Student Bursary Program.
- Social Worker Bursary Program.
- Planner I Competition for the Department of Municipal and Provincial Affairs.
- Industrial Hygienist Competition for the Department of Employment and Labour Relations.
- Development of a Human Resource Plan for the Libraries Board, which will assist in the hiring, training and retention of Librarians.
- Development Opportunity Competitions for Treasury Board - Budget Officer Assistant; and the Public Service Commission - Staffing Officer Assistant. Both of these opportunities provided employees with valuable work experience in these key areas.
- Three secondments with Federal Departments and Agencies - Statistics Canada and the Canadian Intergovernmental Conference Secretariat.

Career Development Program for Persons with Disabilities

During FY 1990/91, 14 program participants successfully completed their work assignments and were appointed, without competition, to permanent positions in their respective Departments. A Memorandum of Understanding, signed in December, 1990, between the Newfoundland Association of Public Employees and Treasury Board exempted Program positions from bumping. As well, it was agreed that future vacancies would be filled from the Program's Applicant Inventory.

In June, 1990 the Commission once again placed advertisements in all Provincial newspapers inviting applications for the Applicant Inventory which now contains information on 800 applicants. Newfoundland and Labrador Computer Services has developed a software package for use with the Inventory. This will help in broadening the employment referral process to include the private and corporate sectors. The Commission intends to take an aggressive approach in this segment of the Program and to liaise with other employers so that the employment opportunities for persons with disabilities will be increased.

Hiring for the Phase II of the Program began early in FY 1991/92. ■

The Administrative Services Division provides support services to the Commission, the Recruitment and Selection Division and the Personnel Services Division. It is responsible for the registry, as well as payroll, purchasing and accounting activities of the Commission and Government's Relocation Program.

Relocation Program

The Public Service Commission is responsible for the administration of Government's Relocation Program which provides financial assistance for approved costs incurred by an employee in relocating from one location to another.

Employees are eligible to claim relocation expenses under the following circumstances:

- When transferred at the request of the Department.
- Upon promotion.
- On initial appointment to a permanent position within the Public Service an employee is eligible for reimbursement of 75 percent of relocation expenses.
- If the employee's position becomes redundant and a suitable position is found with Government in another location within 12 months or within the time frame specified in the applicable Collective Agreement.
- Contractual Employee if it is stated in the Contract.
- Transfer or voluntary demotion provided that the employee has not received payment for relocation expenses within the previous three years.

In FY 1990/91 the Public Service Commission relocated 132 employees at a cost of $1,117,053.43. **Table 14** presents a summary of activities in the Relocation Program. ■

Table 14
Relocation Program 1990/91

	Number	Amount
Initial Appointments	43	$200,273,26
Transfers	51	$619,637.65
Promotions	19	$114,893.37
Other	19	$182,249.15
TOTALS	132	$1,117,053.43

RECRUITMENT AND SELECTION DIVISION - APPENDIX A

COMPETITION BREAKDOWN BY DEPARTMENT/AGENCY

Department /Agency 1990/1991	
Alcohol & Drug Dependency Commission	7
Auditor General	12
Avalon Community College	nil
Central Community College	5
C.A. Pippy Park	nil
Development	14
Eastern Community College	3
Education	29
Employment and Labour Relations	18
Environment and Lands	25
Executive Council	18
Finance	31
Fisheries	15
Fisher Institute A.A.T.	4
Forestry & Agriculture	37
Health	35
Justice	44
* Adult Corrections	1
* Royal Newfoundland Constabulary	2
* St John's Fire Department	nil
Labrador Community College	7
Medical Care Commission	8
Mines and Energy	6
Municipal and Provincial Affairs	29
Newfoundland Liquor Licensing Board	1
Newfoundland Public Libraries Board	6
Public Service Commission	3
Social Services	109
Western Community College	1
Works, Services and Transportation	73
TOTAL	**549**

STAFF TRAINING AND DEVELOPMENT DIVISION - APPENDIX B

NO. OF COURSES, PARTICIPANTS & PERSON DAYS OF TRAINING FOR 1990/91 BY PROGRAM AREA AND GENDER

Program Area	No. of Courses	No. of Participants	No. of Males	No. of Females	No. of Person Training Days
Human Resource Management	16	208	117	91	392.5
Management and Supervisiory Development	20	243	129	114	560
Employee Development Program	18	288	145	143	665.5
Career Development Program	12	190	44	146	338
Communications and Interpersonal Skills Program	11	164	69	95	382
Special Training Courses/Programs	38	641	343	298	1,174.5
Occupational Health and Safety Training Program	18	129	86	43	166
Pre-employement Training Program	4	75	45	30	1,825
Departmental Training Courses	19	265	183	82	689.5
Certificate, Part-Time, Correspond-ence and Night Course Program	134	133	44	89	-
External Courses, Workshops & Programs	8	10	6	4	71
TOTALS	**298**	**2,346**	**1,211**	**1,135**	**6,264**

STAFF TRAINING AND DEVELOPMENT DIVISION - APPENDIX C

NUMBER OF COURSES AND PARTICIPANTS IN FY 1989/90 AND FY 1990/91 BY

	FY 1989/90		FY 1990/91	
PROGRAM AREA	**No. of Courses**	**No. of Participants**	**No. of Courses**	**No. of Participants**
Human Resource Management	27	374	16	208
Management & Supervisory Development	11	146	20	243
Employee Development Program	12	180	18	288
Career Development Program	16	229	12	190
Communications & Interpersonal Skills	14	149	11	164
Special Training Courses/Programs	63	915	38	641
Occupational Health & Safety Program	11	242	18	129
Pre-Employment Training Program	2	40	4	75
Departmental Training Program	7	94	19	265
Certificate, Part-time, Correspondence and Night Course Program	121	106	134	133
External Courses, Workshops and Programs	15	33	8	10
Sub-Total	**299**	**2,508**	**298**	**2,346**
Computer Training	27	550	---	---
TOTALS	**326**	**3,058**	**298**	**2,346**

PUBLIC SERVANTS WHO RETIRED IN FISCAL YEAR 1990/91 WITH THIRTY FIVE YEARS SERVICE AND OVER

NAME	YEARS	DEPARTMENT
Ed Walsh	49	Works, Services and Transportation
Raymond Drover	45	Works, Services and Transportation
William Oldford	43	Justice
Cyril Galway	39	Health
Marie Chafe	38	Health
Margaret Auckinleck	36	Education
J.A. Gordon MacDonald	36	Board of Commissioners of Public Utilities
Calvin Payne	36	Social Services
Vernon R. Simmons	36	Education
Sr. Helen Caul	35	Health
Gerald Howlett	35	Finance
Clive Noel	35	Works, Services and Transportation
Chesley Normore	35	Social Services
Fredrick Pearce	35	Works, Services and Transportation
John Slade	35	Mines and Energy
Charles Warford	35	Works, Services and Transportation